

SECRET
EYES ONLY

221548-3863
29 JUL 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Maintaining High Quality Level of Personnel

1. This memorandum submits recommendations for your approval; these recommendations are contained in paragraph 9.

2. The highly important work of this Agency demands that it be staffed at all levels by people of high competence, integrity, and dedication to the fulfillment of the Agency's mission. It follows that there is no room in the Agency for people of limited ability to perform their jobs, or who have lost their drive, or who for any reason do not or cannot continue to perform in a completely satisfactory manner. The Agency has developed rigorous and extensive selection procedures to bring on board only those people who are most likely to succeed in their Agency careers. But the real test lies in the individual's sustained performance over the years. Consequently, the evaluation of personnel and the elimination of those who are less than effective is a continuing process to ensure that the Agency's staffing is maintained at a high level.

3. Currently, the evaluation of personnel is formally carried out through our system of Fitness Reports and, at most levels, by periodic competitive promotion reviews. In addition, there are two reviews which have been given special emphasis:

(a) the review occasioned by the preparation of the initial Fitness Report prior to the completion of an employee's first year of service with the Agency (probationary period); and

(b) an overall review by all interested components to determine an employee's suitability for conversion from Career-Provisional to Career Employee status upon completing three years Agency service.

Both of these programs are very important elements of the evaluation process and have been successful in identifying problem situations which are evidenced early in an individual's career. Since the procedures for these reviews are formalized, they have been excluded from the discussion that follows. It is believed desirable, however, that the Career Services be reminded of the importance of a thorough review at these two stages of an employee's career.

SECRET
EYES ONLY

GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET
EYES ONLY

SUBJECT: Maintaining High Quality Level of Personnel

4. The two key elements of such a system are: (a) the identification of the less-than-effective employee; and (b) remedial action, including separation from employment, accomplished in the most humane and least disruptive manner possible. Supervisors are charged with the responsibility for surfacing problem cases involving performance or conduct as they come to their attention. But there is no periodic or systematic ranking of employees to identify those who are of lesser effectiveness and productivity. Yet, the weeding out on a continuing basis of less-than-effective employees before they become "problem cases" is an essential ingredient of our pursuit of excellence in Agency staffing. It is the purpose of this paper to propose means for doing so.

5. Identification of Less-Than-Effective Employees -

Initially each Deputy Director will be responsible for establishing procedures for the Career Services under his jurisdiction for the identification of persons who are not fully productive in terms of the requirements of the Career Service or, when applicable, lack potential for further development. These procedures must be meaningful and valid for the particular Career Services and must be applied on an equitable basis. Use of existing mechanisms or the creation of special ranking panels would be appropriate, provided such groups operate under standards or guides established by the Head of the Career Service. At least annual reviews are required, with the understanding that the prompt and timely identification of cases will not be deferred pending such review.

Whatever the mechanism for review might be, it should take into consideration the individual's length of time in grade, Fitness Reports, and any other evaluative information available, particularly to include discussion with the individual's first-line supervisor and perhaps intermediate supervisory echelons to discuss the employee's day-to-day performance in less formal fashion than that required by the Fitness Report format. The real purpose of this review is to find out how well the employee is functioning in his job and whether his performance is at an acceptable level within the framework of the overall Agency demands and the standards established for his Career Service.

The findings of the review mechanism concerning those individuals considered to be less than effective or of questionable effectiveness will be submitted to the Head of the Career Service concerned for his consideration and determination as to whether any remedial action should be instituted.

6. Remedial Action -

Remedial action might be as simple as advising an employee that he is slipping and must show improvement. In other cases, it might mean reassign-

SECRET

SUBJECT: Maintaining High Quality Level of Personnel

ment to work for which the individual is better suited or his participation in appropriate training courses. Most such actions can appropriately be handled within the Career Service.

However, when the Head of a Career Service identifies a case involving reassignment out of his Career Service, formal probation, or possible termination, he will present the case to the Director of Personnel for preliminary review and consultation concerning further processing. Situations requiring medical evaluation, adjustment of assignment or grade level, and so forth, will be handled as appropriate in accordance with pertinent Agency regulations. Situations which upon the most thorough review warrant consideration under the provisions of [] Involuntary Separations, or the involuntary retirement provisions of [] will be handled accordingly.

When the Director of Personnel determines that action should be initiated to separate an individual from Agency employment, there are two courses of action available: pursuit of the various means of voluntary separation or exercise of the Director's authority to terminate employment under section 102(c) of the National Security Act of 1947, as amended, or if the individual is eligible, under the Director's authority involuntarily to retire a participant in the CIA Retirement and Disability System. Our experience has been, however, that most individuals in this situation elect to leave voluntarily.

7. It is relevant to note that individuals separated involuntarily or who resign or retire in lieu of involuntary separation may be entitled to financial benefits. Generally, employees under either the Civil Service Retirement System or the CIA Retirement System who have 20 years of Federal service and are at least age 50 or who have 25 years of Federal service at any age may receive an immediate annuity computed on the basis of the years of service and "high-five" salary. The CIA retiree receives his full earned annuity while the Civil Service retiree's annuity is reduced two percent per year for each year he is under age 55. There is also general legislation permitting severance pay on a formula based on age and years of service to individuals who are involuntarily separated or resign in lieu thereof. The provisions of this legislation have been adopted in a revised regulation [] now ready for publication.

8. We believe that our regulations are adequate to cover cases arising under the proposed procedure. What needs to be communicated to the command channels of the Agency is the determination of the Director to maintain the high quality of Agency staffing by insistence upon regular evaluation and appropriate action to correct the situation when an employee is identified as being less than effective. A suggested memorandum is attached.

SECRET
EYES ONLY

SUBJECT: Maintaining High Quality Level of Personnel

9. It is recommended that you approve the proposals contained herein in principle and institute the proposed procedures by issuing the attached memorandum.

[Redacted Signature]

Robert S. Wattles
Director of Personnel

Att.

25X1 CONCUR:

[Redacted Signature]

R. L. Bannerman
Deputy Director
for Support

27 July 68
Date

The recommendations contained in paragraph 9 are approved.

L. K. White
Executive Director-Comptroller

Date

Distribution:

Orig - Return to D/Pers

- 1 - ER
- 3 - DDS
- 1 - DDI
- 1 - DDP
- 1 - DD/S&T
- 1 - D/Pers w/held

SECRET

| | | | | | |
|--|--|--------------|----------|----------------|------|
| UNCLASSIFIED | | CONFIDENTIAL | | SECRET | |
| <p align="center">CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</p> | | | | | |
| TO | NAME AND ADDRESS | DATE | INITIALS | | |
| 1 | Deputy Director for Intelligence 7E-44 HQ | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| ACTION | | DIRECT REPLY | | PREPARE REPLY | |
| APPROVAL | | DISPATCH | | RECOMMENDATION | |
| COMMENT | | FILE | | RETURN | |
| CONCURRENCE | | INFORMATION | | SIGNATURE | |
| <p>Remarks:</p> <div align="center" style="border: 1px solid black; padding: 10px; margin: 20px auto; width: 100px;"> <p align="center">SECRET</p> </div> | | | | | |
| FOLD HERE TO RETURN TO SENDER | | | | | |
| FROM: NAME, ADDRESS AND PHONE NO. | | | | | DATE |
| Executive Director- Comptroller 7E-12 HQ | | | | | |
| UNCLASSIFIED | | CONFIDENTIAL | | SECRET | |

SECRET
EYES ONLY

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science & Technology
Deputy Director for Support

SUBJECT : Maintaining High Quality Level of Personnel

1. I am attaching for your information and appropriate action a memorandum from the Director of Personnel outlining procedures for the periodic evaluation of personnel and the initiation of corrective measures when indicated.

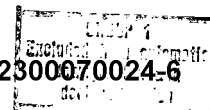
2. It is the Director's expectation that Deputy Directors and the Heads of Career Services in carrying out their personnel management responsibilities will constantly endeavor to maintain the highest possible standards of performance among their staffs. To this end you are expected to take appropriate measures both to reward outstanding performance and to initiate appropriate corrective action when an individual's work performance or suitability falls below desired levels.

3. Your action in response to this memorandum may understandably take some time, but I would like for you to advise the Director of Personnel by 15 September 1968 how you intend to proceed with the required review.

L. K. White
Executive Director-Comptroller

Attachment

SECRET
EYES ONLY



Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070024-6

STAT

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070024-6

SECRET
EYES ONLY

11 OCT 1968

TO: Assistant Deputy Director for Support

SUBJECT: Maintaining High Quality Level of Personnel

Following are some comments, as requested, on draft memo,
"Maintaining High Quality Level of Personnel":

25X1

Competitive evaluations (formal) are required by regulation
[] only for GS-9 and above--although competition involved
in all promotions. I would think inverse ranking would apply to
all grades.

I believe it might be easier to administer if we suggest
that bottom 10% or 5% must be clearly identified by inverse
ranking.

Since major question in minds of recipients of this memo will
be "why" perhaps the statement regarding "remedial action" in
✓ paragraph 2 should be expanded to include some of the possible
remedial actions, for example:

- a. discussion with individual to let him know where he stands
- b. transfer to more suitable position
- c. further training
- d. downgrading action
- e. separation action

✓ In paragraph 3 it might be helpful to include after "any other
information" ... related to his suitability, effectiveness and
potential.

I also question the last sentence in this paragraph--"The real
purpose of this review" etc.--real purpose is to identify those for
whom remedial action necessary.

The intent of this memo, and rightly so, is to get offices
going on identification--more will be needed later to provide further
guidance on separation or selection-out procedures.

GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET
EYES ONLY

1 Note new HR []
para 1.c.(4) Personnel Objectives

To identify those employees who fail to meet current work requirements
or suitability standards and to separate equitably those whose continued
employment is not in the national interest...

ILLEGIB

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070024-6

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070024-6

TRANSMITTAL SLIP

10-8-68

TO: *Mr. Greey*

ROOM NO.

BUILDING

REMARKS:

*A draft of a paper
on inverse ranking —*

RBL

FROM:

ROOM NO.

BUILDING

EXTENSION

SECRET

DRAFT:BBW:dlk (8 Oct 68)

EYES ONLY

DD/S 68-5048

TO JWC 10-8-68

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Maintaining High Quality Level of Personnel

1. Demands on the Central Intelligence Agency require an unusually high level of competence, integrity and dedication to the fulfillment of the Agency's mission. It has been the Agency's policy to recruit only selected individuals and to offer them those opportunities for formal and informal training, promotion, and such permissible benefits as we have been able to devise as will retain their loyalty and expertise for the benefit of the Agency. It follows that the Agency cannot afford to retain personnel who, for one reason or another, do not continue to measure up in terms of performance or overall ability.

2. Evaluations of personnel should serve to record the individual's sustained performance over the years. This evaluation is an on-going program, involving our system of fitness reports, periodic competitive promotion reviews, and overall reviews to determine the employee's suitability for conversion from Career-Provisional to Career-Employee status and, for professionals, selection for the Midcareer Executive Development Program and senior training. While it is important to identify those personnel who rank highest in performance, it is equally important for each Career Service to be able to identify those people who rank the lowest in performance. This latter category of employee should be the

SECRET

SECRET
EYES ONLY

-2-

subject of continual remedial action on the part of supervisory and command personnel at all levels.

3. Some of the Support Career Services already have mechanisms for inverse ranking of employees. Standards and procedures for identifying these less-than-effective-employees must be determined by each Career Service and possibly subordinate elements within the Career Service structure. Procedures must be meaningful and valid for the individual Career Service and must be applied on an equitable basis. Use of existing mechanisms or the creation of special-ranking panels would be appropriate. The review should take into consideration the individual's length of time in grade, fitness reports, and any other information available. The real purpose of this review is to find out how well the employee is functioning in his job and whether his performance is at an acceptable level within the overall Career Service demands and the standards established for the Career Service.

4. If your Career Service has not already conducted reviews of personnel at various grade levels to arrive at an inverse ranking, please initiate such reviews as soon as possible. I would like to be able to discuss the results of your review with you on or about 2 December 1968.

R. L. Bannerman
Deputy Director
for Support

SECRET

| | | | | | |
|--|--|--------------|---------|----------------|--|
| UNCLASSIFIED | | CONFIDENTIAL | | SECRET | |
| CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP | | | | | |
| TO | NAME AND ADDRESS | | DATE | INITIALS | |
| 1 | Deputy Director for Support 7D-18 HQ | | 29 July | | |
| 2 | | | | | |
| 3 | Executive Director-Comptroller 7E-12 HQ | | | | |
| 4 | | | | | |
| 5 | Director of Personnel 5E-56 HQ | | | | |
| 6 | | | | | |
| ACTION | | DIRECT REPLY | | PREPARE REPLY | |
| APPROVAL | | DISPATCH | | RECOMMENDATION | |
| COMMENT | | FILE | | RETURN | |
| CONCURRENCE | | INFORMATION | | SIGNATURE | |

Remarks:

Two memoranda on "selection out" are attached. One is my basic proposal to you recommending participation of the various Career Services in a regular review process. The second is a memorandum to the Deputy Directors requiring their implementation of the review process.

If you approve the first memorandum, it will become an attachment to the second which also requires your signature.

SECRET

EYES ONLY

FOLD HERE TO RETURN TO SENDER

| | | |
|-----------------------------------|--|-------------|
| FROM: NAME, ADDRESS AND PHONE NO. | | DATE |
| Director of Personnel 5E-56 HQ | | 29 JUL 1968 |

Next 1 Page(s) In Document Exempt